

Membership Balance Plan
Board of Advisors to the President of the Naval Postgraduate School
and the Naval War College

Agency: Department of Defense (DoD)

- 1. Authority:** The Secretary of Defense, pursuant to the Federal Advisory Committee Act (FACA) of 1972 (5 U.S.C., Appendix, as amended) and 41 CFR § 102-3.50(d) (Agency Authority), established the Board of Advisors to the Presidents of the Naval Postgraduate School and the Naval War College (hereafter referred to as “the Board”).
- 2. Mission/Function:** The Board, under the provisions of the FACA, shall provide the Secretary of the Navy, through the Chief of Naval Operations and the Presidents of the Naval Postgraduate School and the Naval War College, independent advice and recommendations on matters such as, but not limited to, organizational management, curricula, and methods of instructions, facilities, and other matters of interest. The Board shall examine and advise on matters pertaining to the Naval Postgraduate School and the Naval War College.
- 3. Points of View:** The Board shall be comprised of no more than 10 members. The Department of Defense looks for individuals with extensive professional experience in the fields of academia, business, national defense and security, the defense industry, and research and analysis when selecting advisory committee members. The Department has found that viewing the complex issues facing the Naval Postgraduate School and the Naval War College through a multidiscipline advisory committee provides the Department and, more importantly, the American public, with a broader understanding on which to base subsequent policy decisions. In addition, the Chief of Naval Personnel and the Commanding General, Training and Education Command, United States Marine Corps, shall serve as ex-officio members of the Board. Ex-officio members shall have voting rights and count toward the Board’s total membership.

Each member, based upon his or her individual and professional experiences, provides his or her best judgment on matters before the Board, and he or she does so without representing any particular point of view and in a manner that is free from conflict of interest. Board members appointed by the Secretary of Defense, who are not full-time or permanent part-time Federal officers or employees, shall be appointed to serve as experts and consultants under the authority of 5 U.S.C. § 3109 and to serve as special government employees. Board members shall be appointed on an annual basis by the Secretary of Defense.

The Board’s membership balance is not static and the Secretary of Defense may change the membership based upon work assigned to the Board by the Secretary of Defense, the Deputy Secretary of Defense, or the Board’s sponsor. In addition, the Department, unless otherwise directed by an Act of Congress or Presidential directive, does not use representative members on DoD established or supported advisory committees.

- 4. Other Balance Factors:** Candidates for appointment are selected from academia, the private sector, former senior government employees, or senior military officers.

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- 5. Candidate Identification Process:** The Department, in selecting potential candidates for this advisory committee, reviews the educational and professional credentials of individuals with extensive backgrounds in the areas of primary interest to the Board. Potential candidates are identified by the professional staff of the Office of the Secretary of the Navy, and in some instances, based upon discussions with other professionals in the Department of the Navy.

Once potential candidates are identified, the Secretary of the Navy reviews the credentials of each individual and narrows the list of candidates. During his or her review, the Secretary of the Navy strives to achieve a balance between the professional credentials of the individuals and the near-term subject matters that the Secretary of the Navy anticipates will be reviewed by the advisory committee.

After the Secretary of the Navy has narrowed the list of candidates and before formal nomination to the Secretary of Defense, the list of potential candidates undergoes a review by the Department of Defense Office of General Counsel (DoD OGC) and the Office of the Advisory Committee Management Officer to ensure compliance with Federal and DoD governance requirements; for example, compliance with the advisory committee's charter and membership balance plan. Following this review, the Secretary of the Navy formally nominates the potential candidates to the Secretary of Defense for approval; pursuant to DoD policy, only the Secretary of Defense or the Deputy Secretary of Defense can invite or approve the appointment of individuals to advisory committees established or supported by the DoD.

Following the Secretary of Defense or Deputy Secretary of Defense's approval, the approved candidates are required to complete the necessary appointment paperwork, to include meeting ethics requirements stipulated by the Office of Government Ethics for advisory committee members.

Board and subcommittee member vacancies will be filled in the same manner as described in the previous four paragraphs above.

The Secretary of Defense may approve the appointment of Board members for one to four-year terms of service, however, no member, unless authorized by the Secretary of Defense, may serve more than two consecutive terms of service. This same term of service limitation also applies to any DoD authorized subcommittees.

- 6. Subcommittee Balance:** The Department, when necessary, and consistent with the Board's mission and DoD policies and procedures, may establish subcommittees, task groups, or working groups deemed necessary to support the Board. Establishment of subcommittees will be based upon a written determination, to include terms of reference, by the Secretary of Defense, the Deputy Secretary of Defense, or the advisory committee's sponsor.

The Board shall establish two permanent subcommittees: The Naval Postgraduate School subcommittee and the Naval War College subcommittee.

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- a. The Naval Postgraduate School subcommittee shall be comprised of no more than 15 members and shall focus on the Naval Postgraduate School who are eminent authorities in the fields of academia, science and technology, operations research, strategic planning, defense analysis, national security, and business. The Chief of Naval Personnel/Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education Command; the Commanding General USMC Training and Education Command; the Commandant Army War College; the Chief of Naval Research; and the President of the Air University, shall serve as ex-officio members of the subcommittee (these ex-officio members have voting rights).
- b. The Naval War College subcommittee shall be comprised of no more than 10 members and shall focus on the Naval War College who are eminent authorities in academia, science and technology, public policy, national security, international relations, political science and economics. The Chief of Naval Personnel/Deputy Chief of Naval Operations for Manpower, Personnel, Training and Education shall serve as ex-officio member of the subcommittee (these ex-officio members have voting rights).

The Secretary of Defense or the Deputy Secretary of Defense shall approve the appointment of subcommittee members in the same manner as Board appointments are made, and these individuals may come from the parent committee or new nominees, as recommended by the advisory committee's sponsor and based upon the matters under consideration.

As required by the Board's charter, these subcommittees operate under the provisions of FACA, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b), governing Federal statutes and regulations, and governing DoD policies/procedures.

7. **Other:** The DoD adheres to the rules and regulations issued by the Office of Government Ethics and the Administration's prohibition against registered Federal lobbyists.
8. **Prepared:** March 31, 2012